



Understanding the views and perceptions of Investors in People (IiP): Consultation findings



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**Understanding the views and perceptions of
Investors in People (IiP): Consultation findings**

For the
UK Commission for Employment and Skills

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EXECUTIVE SUMMARY

The UK Commission for Employment and Skills conducted an online consultation exercise to better understand the views and perceptions of the Investors in People framework and the services offered through the regional and national Investors in People centres. The online consultation supplements the UK Commission's wider research to inform the strategic development of Investors in People (IiP). The consultation period ran from April to June 2010 and 1,637 people contributed to it. The consultation covered areas associated with awareness and understanding of IiP, delivery, the value of IiP and suggestions for future development. The key findings emerging from the consultation are:

Awareness and understanding

The majority of consultees report a 'fairly' or 'very' detailed awareness of IiP however the results suggest that levels of awareness vary between consultee groups. As one might expect, levels of awareness are highest amongst IiP recognised employers and IiP delivery agents/specialists and lowest amongst non-recognised employers.

More than half the consultees report some level of awareness of the New Choices approach. The vast majority of IiP delivery agents and specialists report a 'very' or 'fairly detailed' level of awareness of the New Choices. However the level is much lower in the other consultee groups.

Delivery

There was a considerable consensus that delivery should remain with the existing geographic model of a delivery centre in each of the nine English regions although a sizeable minority (one in four) suggested that a smaller number of licensed centres should cover the whole of England. One in three consultees agree that competition amongst licensed centres should be introduced.

Those contributing to the consultation provide a generally positive view of the quality of service underpinning the delivery of IiP. The majority of consultees report that they get 'a great level of customer service', that IiP assessors are 'professional and knowledgeable' and the service reflects 'value for money'. A sizeable minority (often non-recognised employers/employees and those at a distance from IiP) are unconvinced or disagree with the majority view. The majority of providers that have an involvement with a licensed centre report a strong relationship with the centre and that it encourages 'a flexible and quality assured approach to delivery'.

Value of liP

liP is seen by a large majority of consultees as an 'important and effective business tool' which provides 'a useful health check on people issues'. It is reported by the majority of consultees to support both business planning and High Performance Working Practices. A majority of those contributing to the consultation agree that there are 'clear and measurable results to organisations'. More than half report that liP provides value for money and improves customer service.

Future

liP is an established brand in the marketplace and the majority of consultees are unable to identify a 'better tool to use than liP'. Non-recognised employers (almost one in four) are most likely to identify a better tool to use. liP has been refreshed from time to time (most recently in May 2009) and consultees provide wide ranging views on the future development of the standard. A very small number express a preference for 'scrapping the standard', a substantial minority (about a third) suggest that, given recent developments to the standard few (if any) further changes should be made in the short-term (typically to 2013). A further third suggest that changes should only be contemplated if 'they meet the needs of the employer'. Several of these consultees suggest that any changes should not result in increased costs, complexity or bureaucracy.

A majority of consultees suggest a range of ways in which the standard could be developed in the future including practical suggestions associated with design and implementation, an increased emphasis on outcomes and impact (and promoting these benefits), improved connections with management and leadership skills, and a need to ensure that liP continues to provide a framework for continuous improvement.

Consultees reported a wide range of views of the development of liP alongside other government policies associated with procurement, business brokerage or regulatory frameworks. Consultees generally favour closer connections with business brokerage and the formation of improved connections with other publicly funded interventions (e.g. Apprenticeships). They express mixed views associated with procurement with some suggesting that it should be mandatory for those pursuing public sector contracts and others suggesting that this connection with procurement provides the wrong motivation/lever for liP which should be seen as a tool for continuous improvement.

1 INTRODUCTION AND METHODOLOGY

The Policy Research Institute was commissioned to analyse and report the findings of an online consultation associated with Investors in People (IIP). IIP is an established policy intervention that provides a framework for Human Resource Development in organisations. It was established in 1993 and it has recently become part of the remit of the UK Commission for Employment and Skills (the UK Commission). In order to inform the strategic development of IIP, the UK Commission undertook the e-consultation to inform thinking associated with the development of the intervention. This report presents the key findings emerging through the consultation.

1.1 Methodology

The UK Commission designed and implemented the consultation using an online survey tool ('Survey Monkey'). The consultation period ran from April to June 2010. The consultation questionnaire was subject to some iteration, a summary of which can be found in Appendix 1.

The consultation was distributed via the UK Commission's website to the following:

- 590 assessors
- 23 Business Links/ RDAs
- 9324 IIP customers
- 85 IIP stakeholders
- 7864 non-IIP customers and
- 1046 UKCES stakeholders

A reminder notification was sent out to the majority of non-IIP customers at the end of May. A total of 1,637 individuals contributed to the consultation. They were drawn from a variety of the organisations invited to take part and some reported on behalf of their organisation whilst others (e.g. employees, academics) reported on an individual basis. The number of consultees in each group reflects the fact that some individuals may be members of more than one group.

Table 1.1: Number of contributors by consultee group

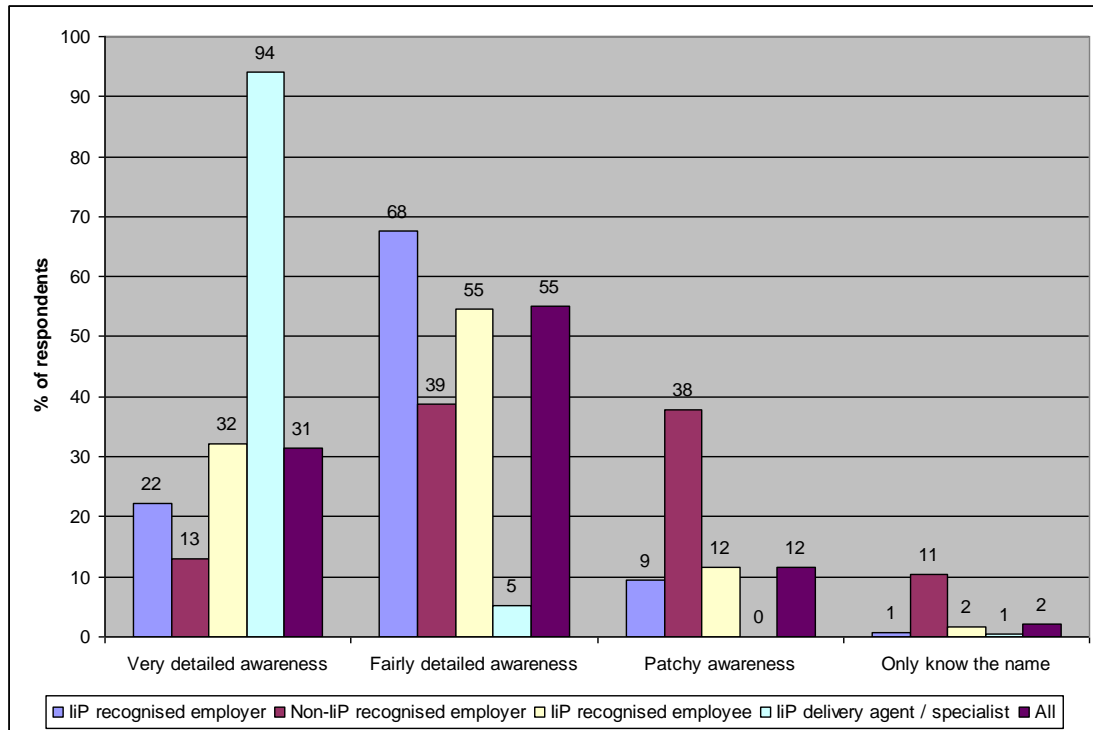
Type of consultee	Number
liP recognised employer	898
Non- liP recognised employer	124
liP recognised employee	121
Non-liP recognised employee	24
Government Department/Agency	42
Independent Policy Organisation	34
IIP delivery agent/specialist	188
Academic researcher	18
Worked towards liP or had an assessment carried out since May 2009 – first time organisation has worked with liP	139
Worked towards liP or had an assessment carried out since May 2009 – has worked with liP previously	604
Not worked towards liP or had an assessment carried out since May 2009	611

The results were analysed using SPSS to provide cross-tabulations to identify differences between key consultee groups identified by the UK Commission. The analysis draws out the key findings where the base numbers provide a robust basis upon which to do so (where the base is less than 35 consultees there is no commentary). The full results are contained in tables in Appendix 2. The results from the four groups containing the largest number of contributors to the consultation are presented in graphical form in the main body of the report.

2 AWARENESS AND UNDERSTANDING

The consultation sought to identify the level of awareness and understanding of liP amongst those contributing to it (Q3.10).

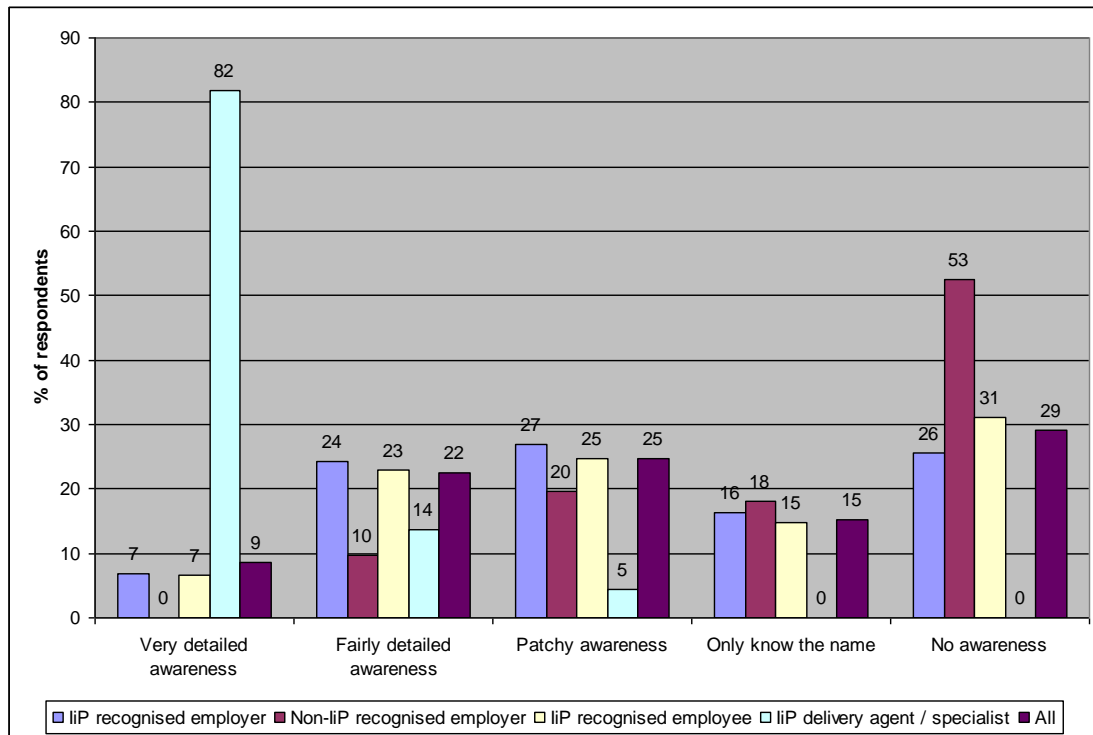
Figure 2.1 Awareness of liP



The consultation results suggest that levels of awareness vary between consultee groups. The majority of consultees within each group report a 'fairly' or 'very' detailed awareness of liP. As one might expect levels of awareness are highest amongst the group of liP recognised employers and liP delivery agents/specialists and lowest amongst non-recognised employers.

Over time liP has been refreshed and re-launched and the most recent changes are associated with 'New Choices' that seek to position liP as a business improvement tool and provide a more flexible framework for organisations. Consultees were asked the extent to which they understood and were aware of these changes (Q 3.11).

Figure 2.2 Awareness of New Choices



A higher level of awareness of liP New Choices is reported by liP delivery agents and specialists. 96% report a 'very' or 'fairly detailed' awareness of New Choices. Awareness is much lower amongst other consultee groups. A majority of liP recognised employers report some level of awareness, however the vast majority of non-recognised employers report little or no awareness of New Choices.

The consultation sought views on the development of New Choices. It asked the extent to which consultees think that New Choices is a positive step for liP (Q 3.12). Small sample sizes related to some groups (e.g. non recognised employers, liP Delivery Agent / specialist) mean that the results should be treated with caution. A majority of consultees (64%) report that New Choices is a positive step, with liP delivery agent / specialists most likely to strongly agree. A small minority of all consultees (less than 5%) disagree that New Choices is a positive step.

Consultees were asked if New Choices made it easier for all types of business to take up liP (Q 3.13). Just over half 'agree' or 'strongly agree' that it does make it easier for all types of business to take up liP. liP delivery agents/specialists are noticeably more likely than other consultee groups to 'strongly agree' that this will be the case. Almost half all consultees (45%) neither agree nor disagree that New Choices makes it easier for all types of business to take up liP.

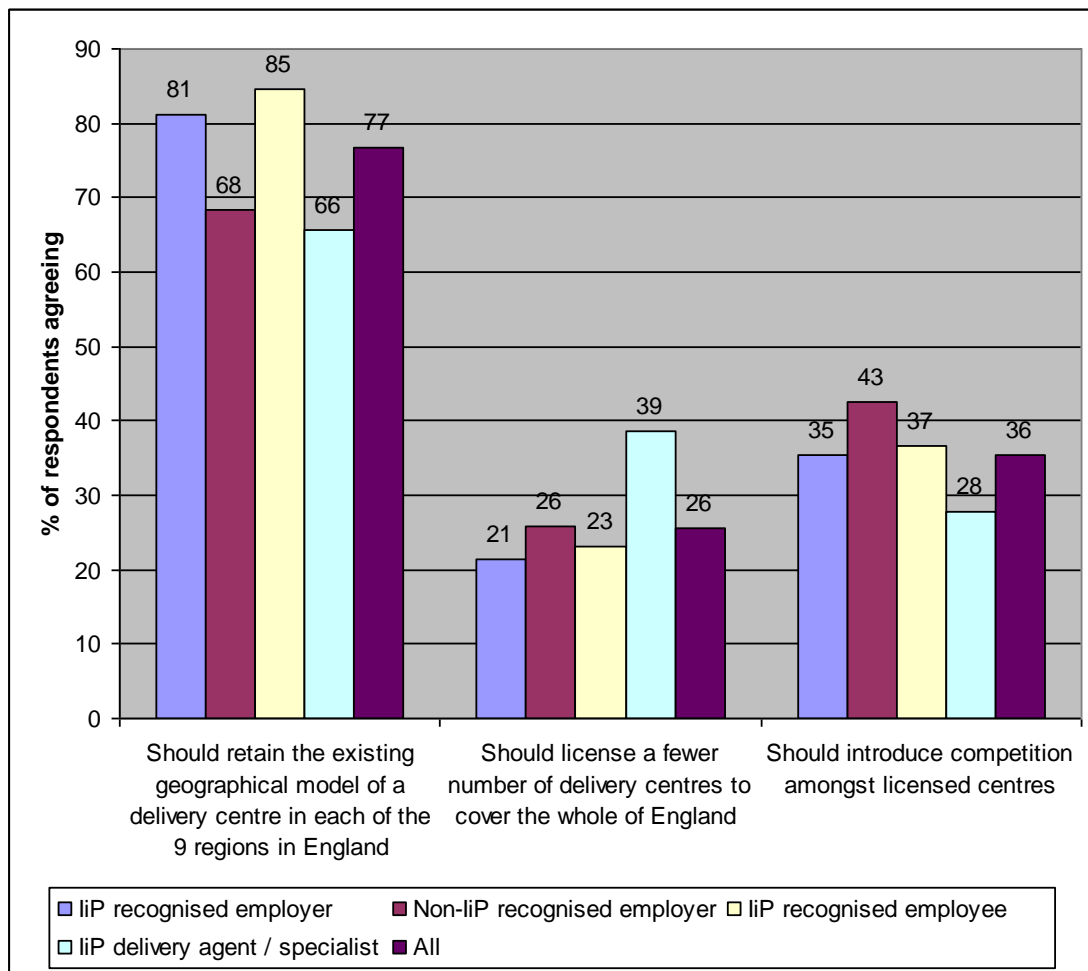
The consultation asked consultees if New Choices had made a difference to the way they viewed liP (Q 3.14). The majority (55%) reported that they neither agreed nor disagreed with the statement, with just over one in three agreeing (or strongly agreeing) that it had made a difference to the way they viewed liP.

3 DELIVERY

3.1 Delivery centres

The nine regional liP centres in England are independent organisations, licensed to deliver liP services exclusively in their territories. This delivery model is currently being reviewed by UKCES. Consultees were, therefore, asked for their views in terms of geographical delivery (Q 4.1), number of centres (Q 4.2) and competition (Q 4.3). The results are summarised in Figure 3.1.

Figure 3.1 Views of delivery models



There was a considerable consensus that delivery should remain with the existing geographical model of a centre in each of the nine English regions. Over three quarters of consultees indicated that this model should be retained; just over a quarter suggested that a smaller number of delivery centres should be licensed to cover the whole of England. The desire to retain the existing model of delivery was more clearly evident amongst liP recognised employers (81 per cent) and employees

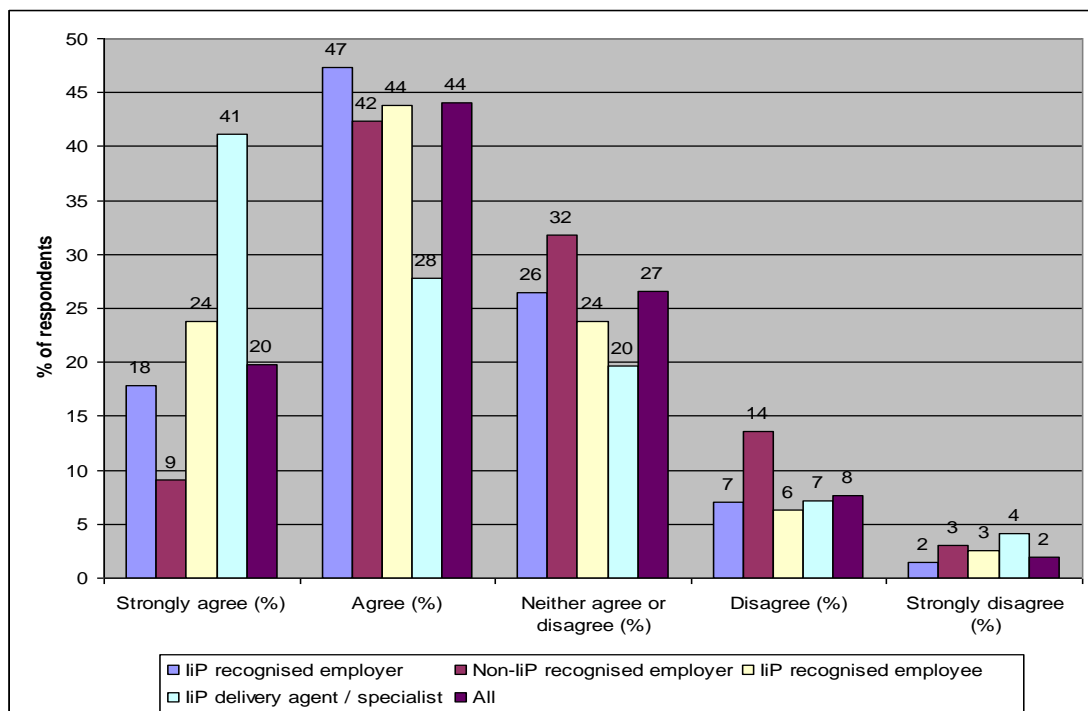
(85 per cent), than amongst their non liP recognised counterparts. However, the majority of the latter were still in favour of a delivery centre in each region.

Just over one third of consultees agreed that competition amongst licensed centres should be introduced. Two thirds, however, were not in favour of this approach. Government departments / agencies and liP delivery agents / specialists were amongst the most likely to favour changes to the existing infrastructure, with more than one third of each agreeing that there should be a reduction in the number of licensed centres, compared to one quarter of all consultees. However, a higher proportion of liP delivery agents / specialists (72 per cent) were against the introduction of competition amongst licensed centres, than was the case amongst all consultees (64 per cent).

3.2 Quality of service

Consultees were asked a range of questions relating to the quality of the service that they have received from their liP centre. Consultees were asked the extent to which they agreed that 'we are getting great customer service from people who understand our business (Q 4.4).

Figure 3.2 Great customer service from people who understand our business

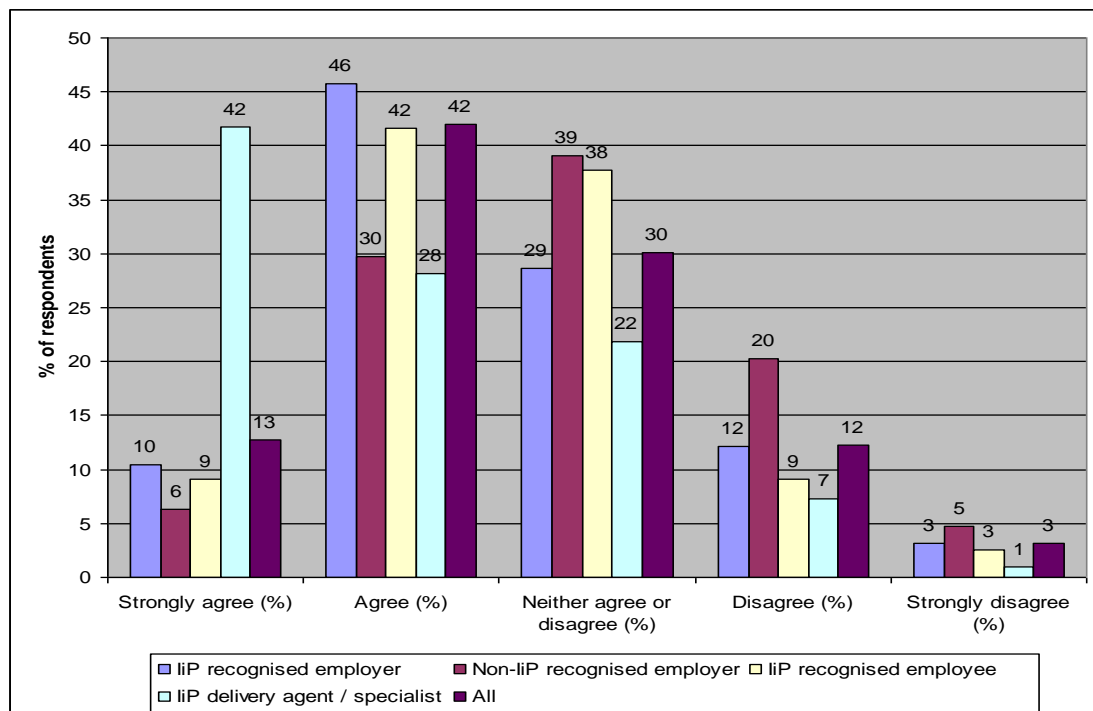


Overall, 64 per cent of consultees either agreed or strongly agreed that they 'are getting great customer service from people who understand our business needs'. Just 10 per cent disagreed with this statement. There was some variation in the

views of the different categories of respondent. For example, the proportion of employers that had been engaged with liP over the last 12 months who indicated that they had experienced great customer service, at 71 per cent, was considerably higher than for those who had not worked towards liP or had an assessment during this period (51 per cent). 16 per cent of the latter group did not feel that they get great customer service. This could suggest that customer service has improved over this time period; or, equally, that satisfaction with this area declines as the time since engagement increases.

Consultees were asked if they had used the services of an liP centre how they would rate the service in terms of value for money (Q 4.5).

Figure 3.3. The service is good value for money



Just over half of consultees (55 per cent) reported that the service they receive is good value for money. 15 per cent felt that this is not the case. A significant minority (30 per cent) were non committal in their views on whether the service is good value for money.

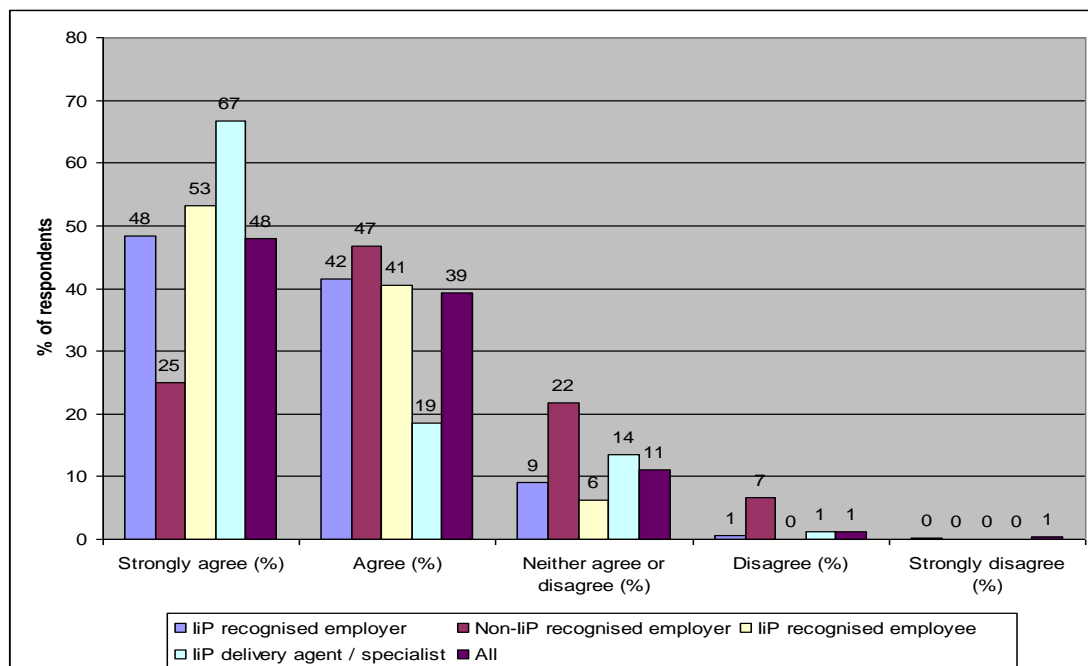
liP recognised employers are significantly more likely to perceive that the service is good value for money (56 per cent) than their non liP recognised counterparts (36 per cent); with 25 per cent of the latter indicating that the service is not good value for money. This could be a potential barrier to their engagement with the process.

Other findings include:

- The group most likely to identify the service as being of good value for money are liP delivery agents / specialists.
- Those who have not engaged with liP over the last 12 months are less likely to perceive that the service is good value for money than those that have been involved in the process.

The survey findings suggest high levels of satisfaction with the skills base of liP assessors. Consultees were asked the extent to which the liP assessor was professional and knowledgeable (Q 4.6).

Figure 3.4 liP assessor was professional and knowledgeable



In total, 87 per cent of consultees agreed that ‘the liP assessor was professional and knowledgeable’, including 48 per cent that strongly agreed with this statement. Relatively high levels of approval in relation to this issue were expressed by all categories of consultee, including those that have typically indicated lower levels of satisfaction in relation to other factors, such as non liP recognised employers (72 per cent agreed with the statement) and those that have not been involved with liP for the last 12 months (80 per cent).

3.3 Partnership

Consultees that have been a sub contractor or supplier to a licensed centre were asked a number of additional questions about this partnership. It should be noted that the number of responses to these questions is considerably smaller than to other areas of the questionnaire and that, therefore, only limited comparisons of the different consultee groups can be made.

Just under 70 per cent of all sub contractors / suppliers agreed that 'we have a great relationship with the liP centres' (Q 4.7). Three quarters of sub contractors / suppliers indicated that their liP centre is flexible in its delivery approach (Q 4.8), with nine per cent suggesting that this is not the case.

Quality assurance arrangements for the services provided were largely considered to be robust and challenging (Q 4.9). 80 per cent of sub contractors / suppliers agreed that this is the case.

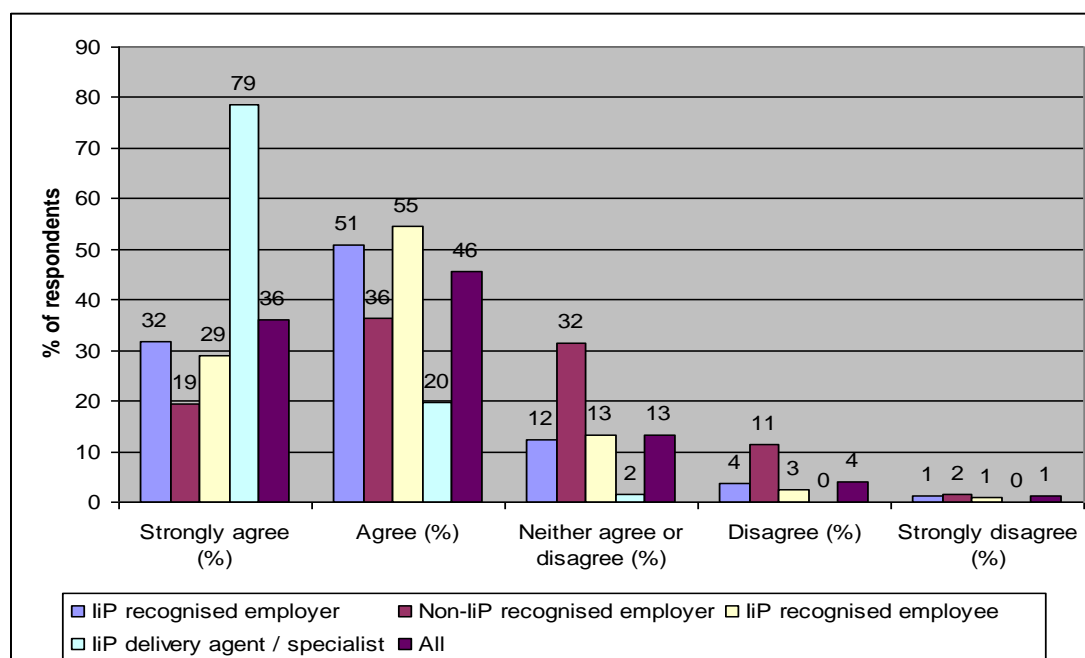
The final question in this section relates to the knowledge and training provided by the liP centre (Q 4.10). Almost three quarters of sub contractors / suppliers agreed that the knowledge and training provided by their liP centre is 'excellent' and that this plays a significant role in enabling them to provide a good service to customers. 11 per cent disagreed that this was the case.

4 VALUE OF IIP

4.1 Organisational development

The value of IIP in relation to organisational development is explored through a number of questions in the consultation, including those relating to the effectiveness of IIP as a business tool (Q 3.1); its use as a health check on people issues (Q3.2); and its contribution to business planning (Q3.7).

Figure 4.1 IIP is an important and effective business development tool



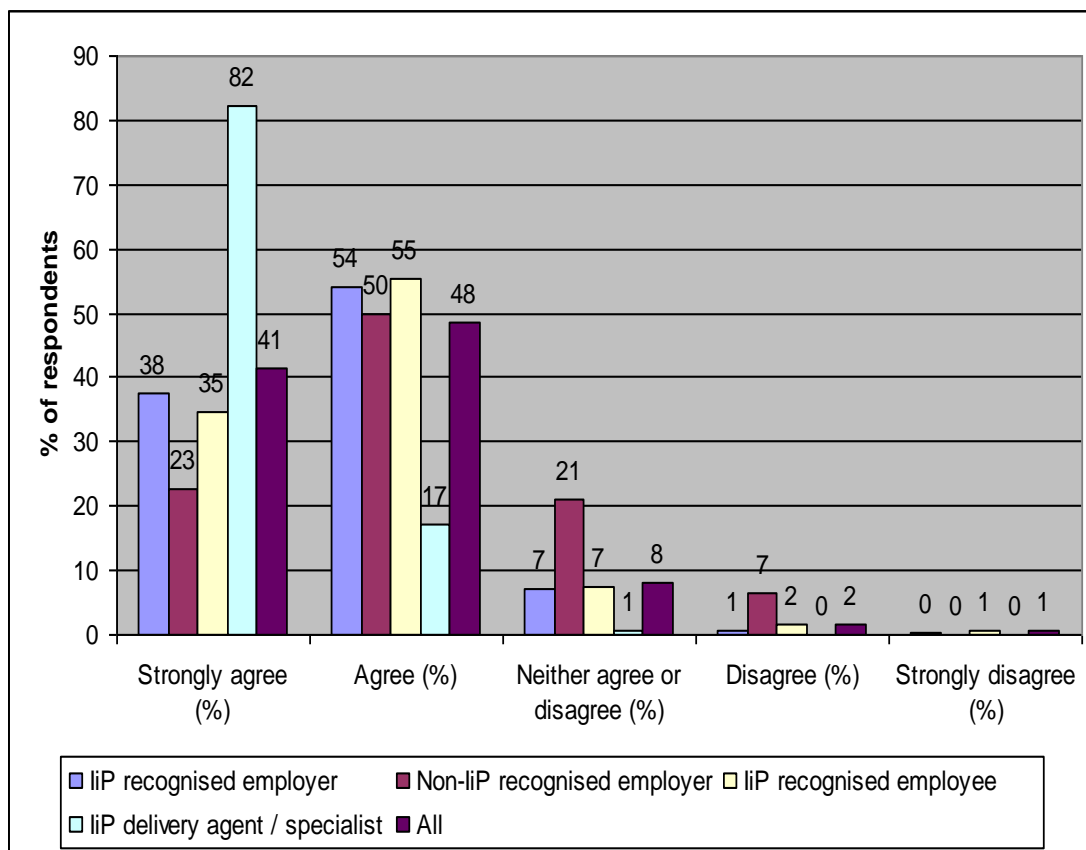
IIP is seen, by a large majority of consultees (82 per cent), as an important and effective business tool. Only five per cent disagree that this is the case. Findings for the different consultee groups include:

- A much higher proportion of IIP recognised employers and employees (both 83 per cent) acknowledged the value of IIP as business tool than was the case amongst their non IIP recognised counterparts (56 per cent amongst employers and 71 per cent amongst employees).
- Almost 10 per cent of government departments / agencies indicated that they disagree that IIP is an important and effective business tool.
- IIP delivery agents / specialists are overwhelmingly positive about the use of IIP as a business tool, with 98 per cent agreeing with the statement.

- Whilst the majority of consultees that have not engaged with liP over the last year still regard it as an effective business tool (71 per cent), the proportion that do so is smaller than for those that have been involved in the process since May 2009. As with the non liP recognised consultees, a significant proportion of those that have not engaged are non committal in their response to this question.

The findings in relation to whether liP is a useful health check on people issues (Figure 4.2) are similar to those relating to liP as a business tool.

Figure 4.2 liP is a useful health check on people issues

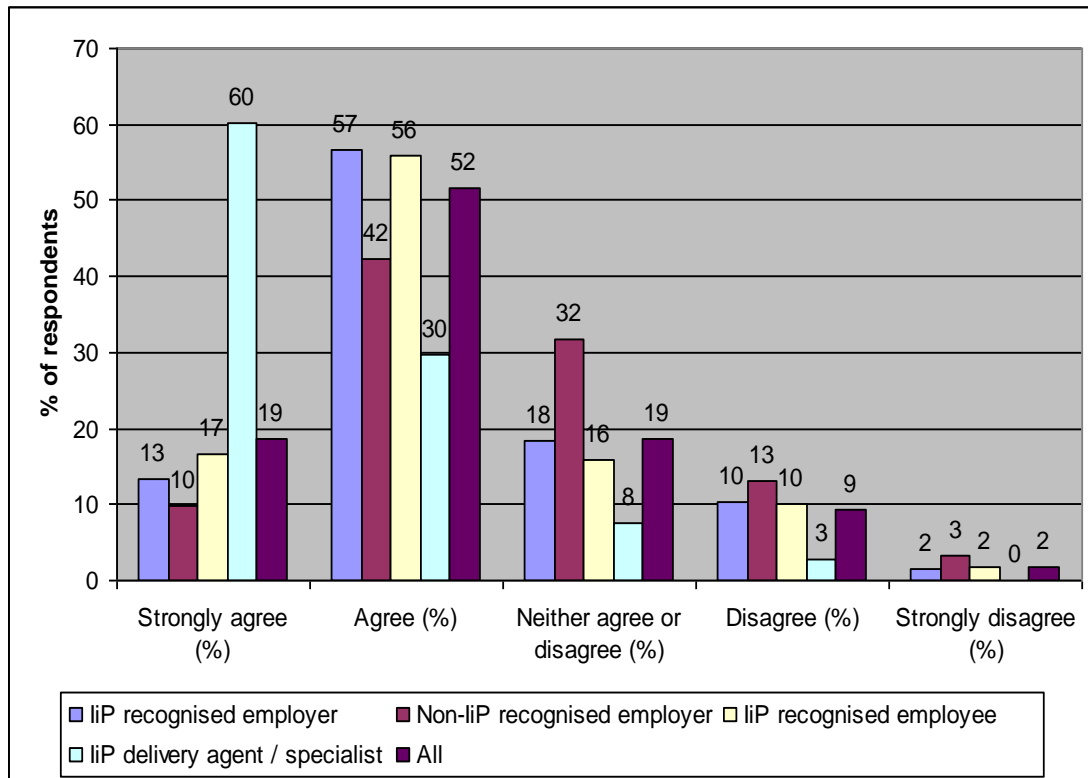


There is significant evidence to suggest that consultees consider that liP is a useful health check on people issues, with 90 per cent of consultees agreeing that this is the case. The majority of all categories of consultee agree with this statement, but, again, there is an indication that non liP recognised employers (73 per cent) in particular, are less confident that this is the case than other consultee.

The contribution of liP to business planning (Q3.7) is reported by the majority of consultees (70 per cent) to improve this process. There is a suggestion, however, that consultees are perhaps less certain as to the role of liP in this respect than in relation to other issues, with only a relatively small proportion (when compared to the

previous two questions) agreeing strongly with the given statement. The exception to this is amongst liP delivery agents / specialists, 60 per cent of whom agree strongly that liP improves business planning (Figure 4.3).

Figure 4.3: liP Improves business planning



Other findings include:

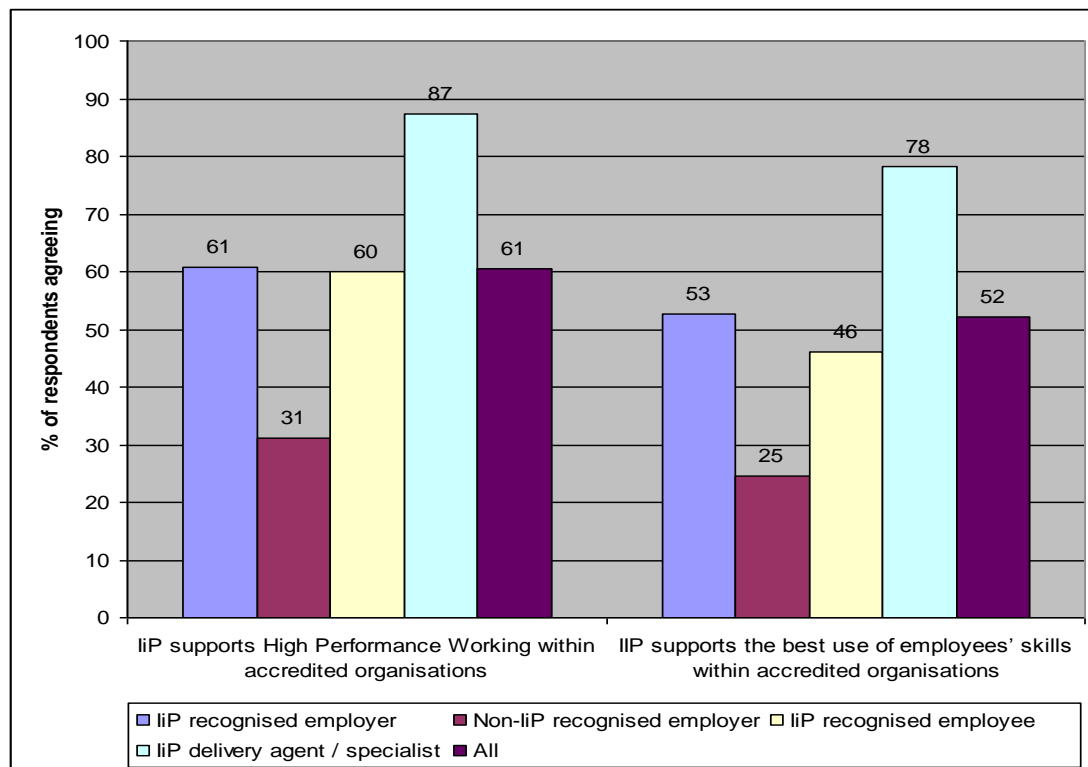
- A higher proportion of liP recognised employers agree that liP improves business planning (70 per cent) than is the case amongst non liP recognised employers (52 per cent).
- Organisations that have worked with liP for the first time since May 2009 are more likely to acknowledge the contribution of liP to the business planning process (86 per cent) than both those who have engaged with liP during this period and have also done so previously (74 per cent) and those who have not been involved in the liP process over this time (61 per cent).

4.2 High Performance Working Practices

High Performance Working Practices (HPW) are now widely acknowledged as being a route to improved business competitiveness; focusing on the organisation of work and the engagement of employees in a way that facilitates improved productivity, and hence performance. The contribution that liP makes to HPW was explored with consultees. HPW was defined in the questionnaire as, ‘ways of organising work, rewarding performance and involving employees in decisions made in the business.’ The findings are presented in this section.

Consultees were asked if they thought that liP supports HPW within accredited organisations (Q5.1) and if they thought that liP supports the best use of employees’ skills within accredited organisations (Q5.4). The results are presented in figure 4.4.

Figure 4.4: liP, HPW and skills utilisation



Overall, 61 per cent of consultees agree that liP supports HPW. Agreement that liP supports these practices was particularly strong amongst liP delivery agents / specialists; as well as liP recognised employers and employees; government departments / agencies; and those who had engaged with the liP process in some form over the preceding 12 months.

There was considerable uncertainty in relation to this issue, evidenced by the relatively high proportion of 'don't knows' in relation to all groups, but particularly those who are non liP recognised.

Consultees who indicated that liP does support HPW were asked to explain why they thought that this is the case. The majority of responses followed a similar pattern, highlighting the role of liP in contributing to a wide range of connected areas including:

- Business development
- Employee engagement
- Management effectiveness
- Improved awareness of training needs
- Development of shared objectives
- Development of beneficial systems and procedures
- Linking performance of individual employees to that of the overall business
- Identification of weaknesses within the business
- Providing a performance management framework.

Consultees suggested that the indicators that have been developed within the liP framework encourage businesses to focus on HPW related issues and that the introduction of New Choices means that liP now takes a more holistic approach in assessing businesses. The 'Plan, do, review' model was also identified as a useful approach in adopting HPW practices. A number of consultees pointed out that it is liP itself that supports HPW, not the accreditation of it.

Approximately one in ten consultees suggested that liP does not support HPW within accredited organisations. A number of reasons were given for this including:

- Accredited organisations are already committed to HPW
- The organisational context is important and it depends how the organisation uses liP
- HPW comes from leadership, not liP
- liP still too tick box
- liP is too reliant on numbers – it is not qualitative enough
- Business achieves HPW with or without liP
- The current economic climate is an issue in implementing liP – both in terms of the cost of the process and of the practices required to achieve it.

Consultees were asked to suggest ways in which liP could be further developed to support HPW. Responses to this varied considerably. A number of consultees indicated that they are happy with liP as it is; that it is moving in the right direction; and that because it assesses each business individually, this helps to maximise the development of HPW. Some consultees consider that HPW is already "*intrinsic to*

the standard". Linked to this, there was a suggestion that the introduction of New Choices has contributed to the positive development of liP. For example, one consultee suggested that:

"The extended framework already offers ample opportunity to consider HPW practices in a holistic or themed way."

A number of less positive aspects of New Choices were, however, identified, including the cost associated with achieving the silver and gold awards, which are considered, by a number of consultees, to be restrictive, particularly for SMEs; and the overlap that exists within the framework.

Some questions were raised about the validity of HPW itself, with suggestions that the term is not universally understood or accepted; and that there are alternative ways of working. Further information about, and examples of HPW were requested by a number of consultees. Where the value of HPW was accepted, some consultees suggested that more explicit links should be made between liP and HPW, supported by tangible evidence. One comment indicated that there needs to be:

"...a clearer understanding amongst decision-makers of the obvious synergy. Be bold – express HPW as the end goal."

Another consultee indicated that liP needs to focus specifically on all aspects of HPW without increasing the size of the framework.

Just over half of consultees agreed that 'liP supports the best use of employees' skills within accredited organisations' (Figure 4.4). Again, a significant proportion of responses to this question were in the 'don't know' category. Consistent with previous findings, liP delivery agents / specialists were the group most likely to acknowledge a link between liP and skills utilisation within businesses.

The different views of those who believe liP does support the best use of employees' skills and those who think this is not the case frequently stemmed from a fundamental difference in their belief as to what the purpose of liP is. A significant number of those who do not think liP supports the best use of employees' skills do not regard this as a primary focus of the standard; whereas the opposite is the case for those who think liP does support this area. Within this latter group, consultees explicitly stated that the assessment process specifically examines this area and has a focus on employees' skills, as well as having an emphasis on training and development. For example, one consultee commented:

"Definitely, it highlights exactly how individuals and their respective teams have a direct impact on the objectives and goals of the organisation."

A number of consultees acknowledged that liP can support the best use of employees' skills, but that this is highly context specific, dependent on the individual organisation, the practical application of the framework and management attitudes. It was suggested that whilst liP gives you the tools to support this area, these are not always correctly and appropriately implemented.

Overall, there was a general consensus amongst those who feel that liP does support the best use of employees' skills that it provides a structure to do so by encouraging a number of areas including:

- Employee engagement
- Knowledge and skills development
- Regular and effective appraisals of a person's contribution and their latent potential
- The alignment of development needs to business objectives/performance
- Employee participation in decision making
- Staff development
- Communication.

The role of liP in encouraging employees to take greater responsibility for their development was also acknowledged:

"Individual employees have seen our commitment to liP principles as a green light to take more initiative and personal responsibility for company operations."

The current economic situation was also identified as a factor which could influence the way that skills utilisation might develop within organisations:

"A recognised organisation will use employees' skills in the ways that are currently best for the organisation. In the current economic climate it is possible that this might not be the best use of an individual's skills per se."

Amongst those who do not regard liP as supporting the best use of employees' skills, this was largely because this area was not perceived to be part of the assessment process. A number of these consultees also commented that liP is little more than a 'badge', with limited constructive impact on business procedures.

As with responses to previous questions, a number of consultees highlighted the fact that liP, as they perceive it, is an assessment tool, rather than something that supports business development. Examples of comments include:

"Again, it doesn't support anything. It reflects and comments on performance – the support, if it comes, will come from within the organisation."

"liP does not give support. It promotes good procedures, but doesn't give any direct support to these procedures."

“The framework is set up to measure this – it is the organisation’s responsibility to ensure the framework is adhered to, to deliver the best use of employees’ skills.”

These views were echoed when consultees were asked how liP could be further developed to support the use of skills. A number of the responses suggest disagreement between some consultees about what the role of liP and of liP assessors should be. A number of consultees believe that liP is in place to assess, rather than develop, business practices, for example:

“It is not liP that will develop skills. It is only employers and individuals that can do this together. liP already sets out the proper way to evaluate organisations learning and skills. It cannot change culture if organisations that only pay lip service to people development continue to receive the award.”

Others, however, are calling for a greater focus on assisting organisations and providing practical guidance, rather than on just assessing them.

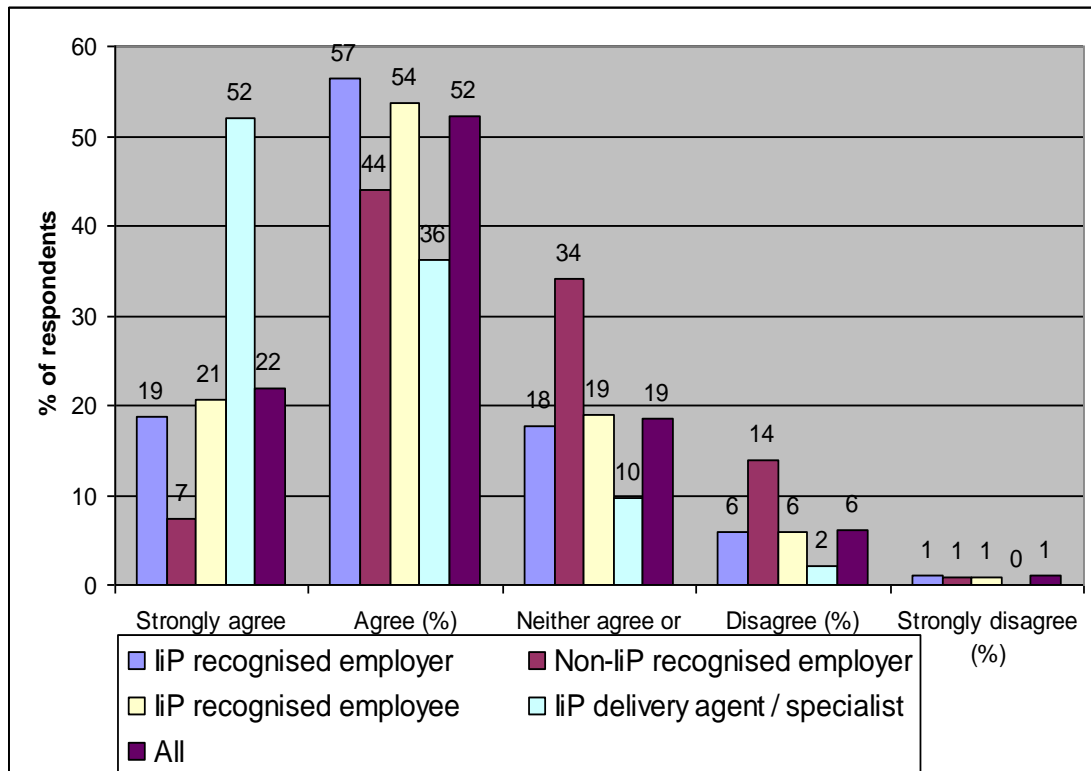
As with the previous question relating to HPW, a number of consultees indicated that the framework in its current form is sufficient in relation to supporting the use of skills and that, in particular, New Choices has been a positive development in this respect; and one which needs time to embed before any further changes are made.

4.3 Impact

In order to encourage businesses and individuals to commit resources to development initiatives, it is critical that the potential impact of those initiatives can be evidenced. In this section we report on the range of ways in which liP can impact on an organisation.

There is a strong suggestion from the findings that liP is perceived to contribute ‘clear and measurable results to organisations’ (Q3.4). Three quarters of consultees agree that this is the case; with just seven per cent disputing this. The proportion of consultees that **strongly** agree with the statement is, however, relatively small, with the exception of liP delivery agents / specialists (52 per cent strongly agree).

Figure 4.5 There are clear and measurable results to organisations from achieving the liP standard.

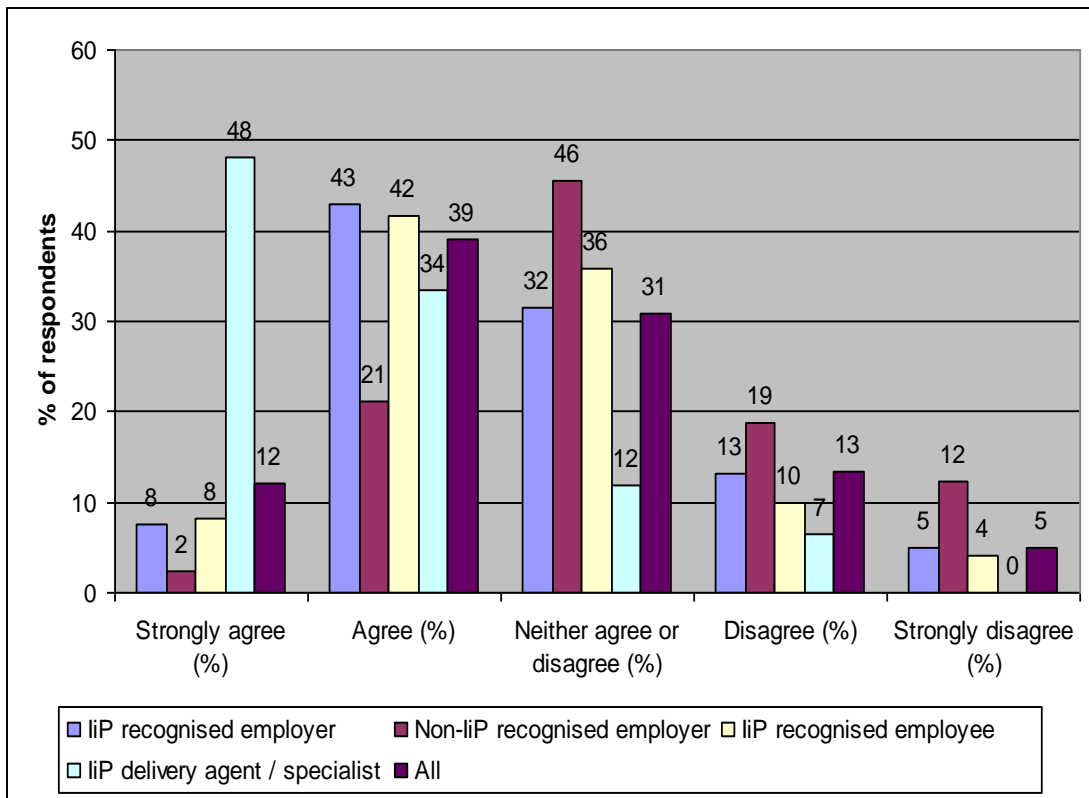


There is some variation in the findings across the different categories of respondent. These include:

- The proportion of liP recognised employers that agree that there are clear and measurable results from liP (75 per cent) is more than 20 percentage points higher than is the case for non liP recognised employers (51 per cent).
- When consultees are categorised by their engagement with liP over the last year, those who have participated in the process for the first time during this period are the most likely to agree that there are clear and measurable results from liP (86 per cent); followed by those that have participated with liP and have also done so previously (79 per cent); with those that have not engaged during this time the least likely to acknowledge these outcomes (66 per cent).

The perceived value for money of the services offered by liP centres has already been examined in a previous question (see Figure 3.3). The overall findings in terms of perceived value for money of liP itself provide a similar picture (Q3.6).

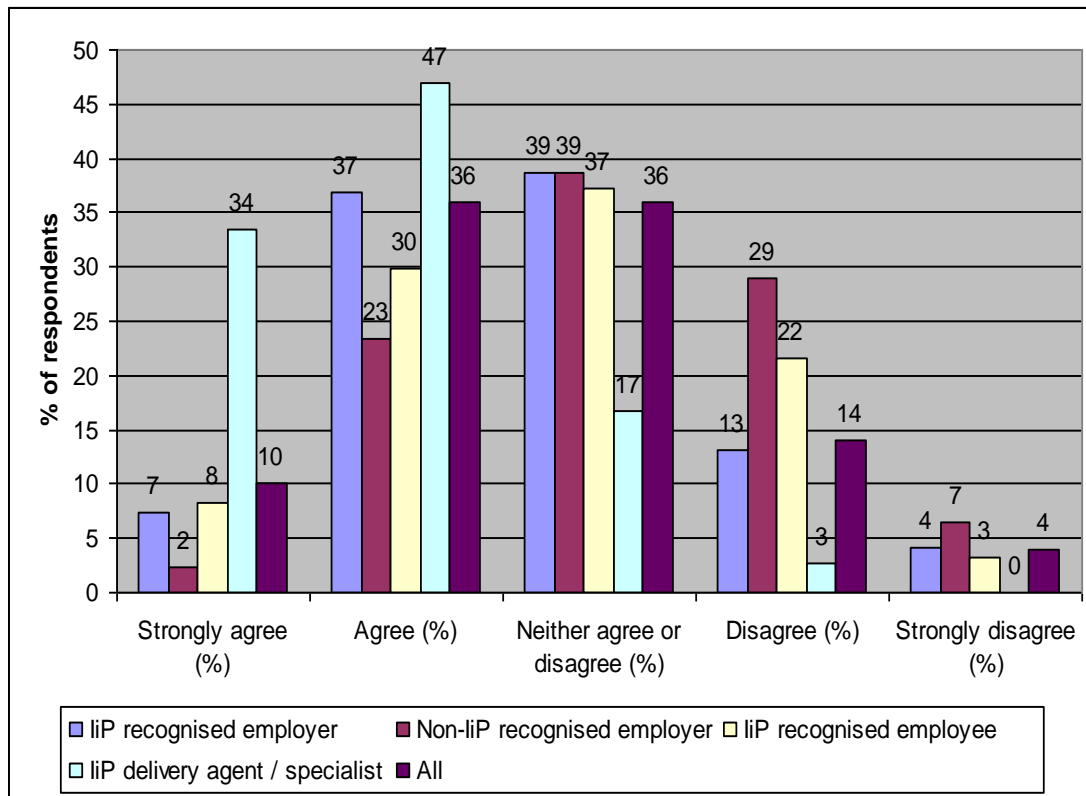
Figure 4.6 liP provides value for money



Approximately half of consultees agree that liP offers value for money, with 18 per cent indicating that it does not. Concerns over value for money are particularly apparent in relation to non liP recognised employers (31 per cent of whom do not think it offers value for money) and those who have not been engaged in the liP process over the last year (23 per cent). Those who have worked with liP for the first time in the last 12 months are amongst the most likely (along with liP delivery agents / specialists) to consider the initiative to provide value for money (61 per cent of the former agreed that this is the case).

The consultation sought views associated with the role of liP in contributing to staff retention (Q 3.8). The results are summarised in Figure 4.7.

Figure 4.7: Employees will be more likely to stay with an liP employer

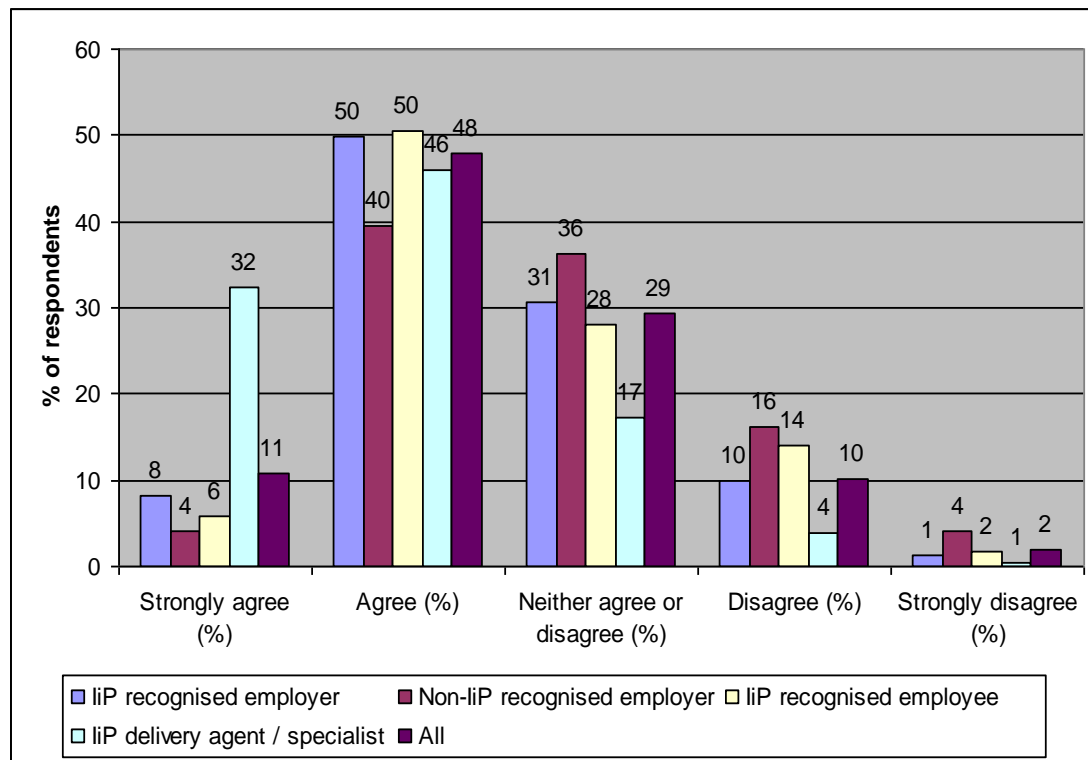


Fewer than half of all consultees agreed that ‘employees are more likely to stay with an liP employer’, with 18 per cent indicating that they did not think that this would be the case. Again, a relatively high proportion (36 per cent) of consultees did not commit to a definitive decision in response to this question.

The findings in relation to the different categories of consultees follow a similar pattern to that established in most previous questions, with non liP recognised employers (26 per cent) less likely than their liP accredited counterparts (44 per cent) to perceive positive benefits, in this case in terms of staff retention, of the initiative. Consistent with other findings, liP delivery agents / specialists are significantly more likely to consider that liP makes a contribution in this area (80 per cent) than any of the other groups.

The final area examined in relation to impact of liP is its influence on levels of customer service (Q3.9).

Figure 4.8 liP improves customer service



59 per cent of consultees agree that liP improves customer service, with 12 per cent suggesting that this is not the case. There is some variation in the findings according to the different categories of respondent including:

- liP recognition is associated with a higher likelihood of agreeing that liP improves customer service than non liP recognition.
- Groups amongst the most likely to identify a link between liP and improved customer service are liP delivery agents / specialists (78 per cent) and those who have worked with liP for the first time in the last 12 months (69 per cent).

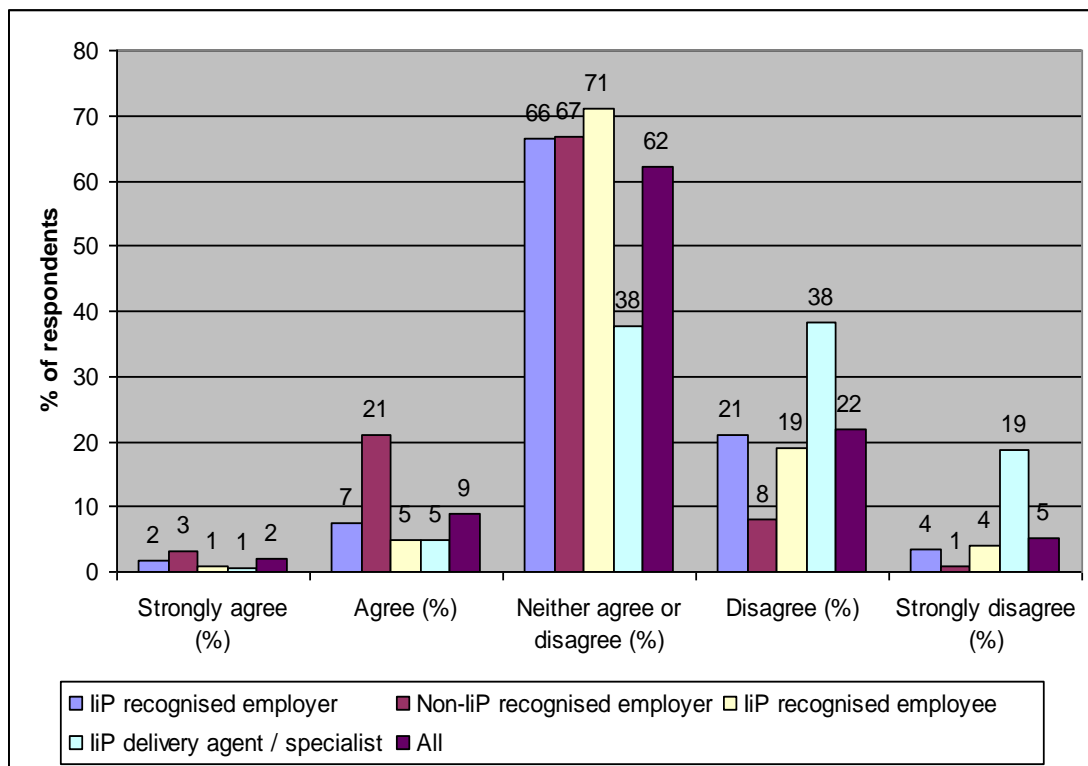
5 FUTURE

The consultation provided an opportunity for consultees to identify alternatives to liP and to provide suggestions for the development of liP.

5.1 Alternatives

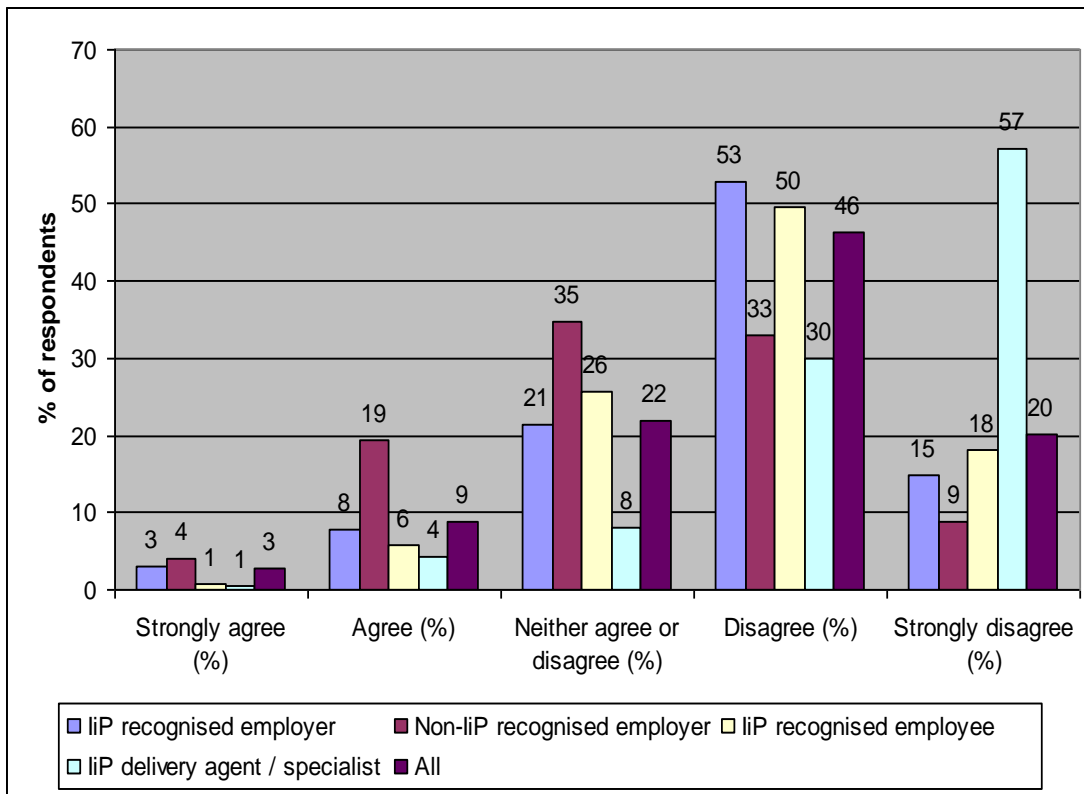
Consultees were asked to consider if there are any better tools to use than liP (Q 3.5). There was a high degree of uncertainty in response to this question, with the majority of consultees (62 per cent) neither agreeing nor disagreeing with the statement that 'there are better tools to use than liP' (Figure 5.1). Just over one quarter disagreed that this was the case; whilst one in ten agreed that there are better tools. Interestingly, this latter figure rose to one in four of non liP recognised employers.

Figure 5.1 'There are better tools to use than liP'



liP is an established brand which has been refreshed from time to time. To ascertain the image of the brand and to assess its vibrancy, consultees were asked to assess the degree to which it is 'tired and old hat' (Q3.3).

Figure 5.2 liP is tired and old hat



Whilst two thirds of consultees disagreed with the statement that ‘liP is tired and old hat’, one fifth did not commit either way, suggesting that there remains some uncertainty amongst some consultees about the vibrancy of the initiative in the modern workplace. Indeed, 23 per cent of non-liP recognised employers and 21 per cent of government departments / agencies agreed with the statement suggesting that liP is viewed by some as an outdated concept / framework. This compares to just 10 per cent of employers who are liP recognised. More than half of liP delivery agents / specialists disagreed strongly with the implication that liP has had its day.

Consultees were asked, *should the UK Commission seek to further develop the scope and content of liP Frameworks and Standard? If so how?* Consultees provide wide ranging views on this issue through a free text answer in the consultation.

A substantial minority (about a third) suggest that, given recent developments to the standard, few (if any) further changes should be undertaken in the short-term. The following is illustrative of the feedback provided by such consultees:

“The framework already provides sufficient scope and content to serve as a tool for continuous improvement.”

“Businesses want it to stay the same every year so that they know where they are with it.”

“The revised standards have only just been introduced...they need time to become fully operational and we should review the situation at the end of 2013.”

“Do not overcomplicate it further – the cost of working towards the final assessment has always been an issue.”

A similar proportion of consultees suggest that changes should only be contemplated if it meets the needs of ‘the employer’. Several of these consultees suggest that any changes should not result in increased costs, complexity or bureaucracy associated with liP. A very small number of consultees (less than 10) suggest that liP should be ‘scrapped’ but provide no indication of the rationale underlying this view. The majority of consultees however suggest a range of ways in which the standard could be developed in the future. They make reference to ensuring that liP continuously develops in line with the needs of employers and is informed by both the experiences of employers and the experiences of liP advisors and assessors.

Suggestions for further development have been classified under four themes: ‘practical’ suggestions; an increased emphasis on outcomes and impact (and promoting the benefits); improved connections with management and leadership skills, and a need to ensure that liP continues to provide a framework for continuous improvement. For example:

‘Practical’ suggestions

- Clearer and more comprehensive glossary
- Improving the clarity of various indicators
- Develop a system of online assessment of liP
- Sector specific awards with sector specific assessors who can add value to an organisation
- Simplify New choices content (get rid of ambiguities e.g. indicator 3)
- More tailored pricing and packaging for different client sectors
- More mentoring and support for those organisations that require it.

Emphasis on outcomes and impact (and promoting the benefits)

- Strengthen Return on Investment dimensions
- Improve indicators of impact
- Embrace effective recruitment as part of the standard
- More effective marketing of the benefits to increase demand amongst small and medium sized enterprises

Management and leadership skills

- Provide a recognised professional qualification for managers of liP companies
- Link to National Occupational Standards and accredited pathways
- Develop a ‘starter model’ to bring in many SMEs who need to change their thinking on leadership, management and development.

Continuous improvement

- Introduce an annual benchmarking process for members (annual subscription could be charged)
- Pathway needs to be clear between bronze, silver and gold
- Mapping of the standard against for example EFQM, ISO and Balanced Scorecard approaches to quality management
- Forums for sharing best practice needed
- Ways of 'stretching' organisations without putting off companies wishing to commit for the first time.

Consultees were also asked *do you think the UK Commission should develop liP alongside other government policies, such as procurement policy, business brokerage or regulatory frameworks*. Consultees expressed a wide range of views associated with this which identified both the opportunities and threats associated with such development. Several consultees reported that the Government should lead by example with all Government Departments, agencies and local authorities expected to be Investors in People. The following are the suggestions of some of those contributing to the consultation

Opportunities

- An Equality and Diversity product to connect with the Equality Act
- Make it the centre of Business Support/brokerage to facilitate connection with other programmes (e.g. apprenticeships)
- Consider making liP an ISO standard (and improving connections with others e.g. Customer First, Charter Mark)
- Develop a model or align to a standard which can be used internationally
- Make liP a mandatory requirement of the public sector procurement process
- Reassert the value of liP to the government
- More frequent visits by assessors to maintain the relationship and 'break the boom and bust of appraisal coming round every 3 years'
- Increased influence of sectoral issues on the standard
- Build skills utilisation into the standard
- Capability framework to cover all staff not just managers.

Threats

- Procurement/regulation provides the wrong motivation – continuous improvement is a far more powerful and sustainable motivation
- Such alignment may confuse current and potential clients
- Sounds expensive and an area to be cut back in the current economic situation
- liP is perceived as a government policy (as opposed to a business tool) – 'liP should be kept well away from Government interference'
- Cost of assessment
- Becomes overly complicated and bureaucratic.

5.2 Next Steps

The UK Commission for Employment and Skills will consider the results of this consultation alongside wider research evidence in considering the future development of Investors in People.

APPENDIX ONE: CHANGES TO CONSULTATION

	Sweep 1	Sweep 2	Sweep 3	Sweep 4
Q1.1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q1.2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q1.3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q2.1	<input type="checkbox"/>	Response categories changed from: Are you 'an liP accredited employer; a non-liP accredited employer; an employee in an liP accredited organisation; an employee in a non-accredited organisation; government department or agency; liP delivery agent or specialist; academic; other' to 'Are you: An liP recognised employer; A non-liP recognised employer; An liP recognised employee; A non-recognised liP employee; Other'	<input type="checkbox"/>	<input type="checkbox"/>
Q2.2	Not present	Other category added a choice of: Govt depts/Agencies Independent policy organisations IIP Delivery agents/Specialists	<input type="checkbox"/>	<input type="checkbox"/>

		Academics/Researchers		
Q2.3	Not present	Added 'Since May 2009, have you been working towards liP or had an assessment carried out?'	<input type="checkbox"/>	<input type="checkbox"/>
Q2.4	Not present	Question added, 'If you selected 'yes' to the last question, was this the first time your organisation has worked with liP?'	<input type="checkbox"/>	<input type="checkbox"/>
Q3.1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q3.2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q3.3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q3.4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q3.5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q3.6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q3.7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q3.8	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q3.9	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q3.10	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

				Wording of first three answer boxes changed from 'I have a very detailed awareness of the liP Framework and Standard to 'I have a very detailed awareness of New Choices;' 'I have a fairly detailed awareness of the liP Framework and Standard' to 'I have a fairly detailed awareness of New Choices;' 'I have a patchy awareness of the liP Framework and Standard' to 'I have a patchy awareness of New Choices.'
Q3.11	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Q3.12	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q3.13	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q3.14	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q4.1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q4.2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q4.3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q4.4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q4.5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q4.6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q4.7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q4.8	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q4.9	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q4.10	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q5.1	Section not present	Section not present	<p>Section and question added, 'Do you think liP supports High Performance Working within accredited organisations?'</p> <p>(High Performance Working describes ways of organising work, rewarding performance and involving employees in decisions made in the business)</p>	<input type="checkbox"/>
Q5.2	Section not present	Section not present	Question added, 'If you have answered yes or no, please explain why.'	<input type="checkbox"/>
Q5.3	Section not present	Section not present	Question added, 'How you think liP could be further developed to support High	<input type="checkbox"/>

			Performance Working?'	
Q5.4	Section not present	Section not present	Question added, 'Do you think liP supports the best use of employees' skills within accredited organisations?'	<input type="checkbox"/>
Q5.5	Section not present	Section not present	Question added, 'If you have answered yes or no, please explain why.'	<input type="checkbox"/>
Q5.6	Section not present	Section not present	Question added, 'How do you think liP could be further developed to support the use of skills?'	<input type="checkbox"/>
Q6.1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q6.2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q6.3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPENDIX TWO: DATA TABLES

Question 3.1: liP is an important and effective business development tool

	Base (n=)	Strongly agree (%)	Agree (%)	Neither agree or disagree (%)	Disagree (%)	Strongly disagree (%)
liP recognised employer	898	31.7	51.0	12.2	3.7	1.3
Non-liP recognised employer	124	19.4	36.3	31.5	11.3	1.6
liP recognised employee	121	28.9	54.5	13.2	2.5	0.8
Non-liP recognised employee	24	29.2	41.7	29.2	0.0	0.0
Government department / agency	42	35.7	45.2	9.5	4.8	4.8
Independent policy organisation	34	20.6	55.9	20.6	2.9	0.0
liP delivery agent / specialist	188	78.7	19.7	1.6	0.0	0.0
Academic researcher	18	5.6	55.6	27.8	5.6	5.6
Worked towards liP or had assessment carried out since May 2009 – first time organisation has worked with liP	139	38.8	53.2	7.9	0.0	0.0
Worked towards liP or had assessment carried out since May 2009 and organisation has worked with liP previously	604	34.4	53.6	8.4	2.8	0.7
Not worked towards liP or had an assessment carried out since May 2009	611	31.9	39.0	20.5	6.4	2.3
Total	1464	36.0	45.6	13.2	3.9	1.3

Question 3.2: liP is a useful health check on people issues

	Base (n=)	Strongly agree (%)	Agree (%)	Neither agree or disagree (%)	Disagree (%)	Strongly disagree (%)
liP recognised employer	897	37.6	54.0	7.2	0.8	0.4
Non-liP recognised employer	124	22.6	50.0	21.0	6.5	0.0
liP recognised employee	121	34.7	55.4	7.4	1.7	0.8
Non-liP recognised employee	24	25.0	58.3	12.5	4.2	0.0
Government department / agency	42	42.9	38.1	14.3	0.0	4.8
Independent policy organisation	34	26.5	55.9	8.8	8.8	0.0
liP delivery agent / specialist	186	82.3	17.2	0.5	0.0	0.0
Academic researcher	18	22.2	50.0	16.7	5.6	5.6
Worked towards liP or had assessment carried out since May 2009 – first time organisation has worked with liP	139	41.7	52.5	5.0	0.7	0.0
Worked towards liP or had assessment carried out since May 2009 and organisation has worked with liP previously	604	42.1	51.5	5.6	0.7	0.2
Not worked towards liP	609	37.1	46.5	12.2	3.1	1.1

or had an assessment carried out since May 2009						
Total	1461	41.3	48.4	8.1	1.6	0.6

Question 3.3 liP is tired and old hat

Respondent	liP is tired and old hat					
	Base (n=)	Strongly agree (%)	Agree (%)	Neither agree or disagree (%)	Disagree (%)	Strongly disagree (%)
liP recognised employer	898	3.0	7.8	21.3	53.0	14.9
Non-liP recognised employer	124	4.0	19.4	34.7	33.1	8.9
liP recognised employee	121	0.8	5.8	25.6	49.6	18.2
Non-liP recognised employee	23	0.0	4.3	47.8	34.8	13.0
Government department / agency	42	7.1	14.3	23.8	35.7	19.0
Independent policy organisation	34	2.9	11.8	29.4	41.2	14.7
liP delivery agent / specialist	187	0.5	4.3	8.0	29.9	57.2
Academic researcher	18	5.6	38.9	22.2	22.2	11.1
Worked towards liP or had assessment carried out since May 2009 – first time organisation has worked with liP	138	0.7	0.0	16.7	63.8	18.8
Worked towards liP or had assessment carried out since May 2009 and organisation has worked with liP previously	603	1.3	6.8	20.2	53.7	17.9
Not worked towards liP or had an assessment carried out since May 2009	611	5.1	13.7	26.2	37.5	17.5
Total	1462	2.8	8.8	21.8	46.4	20.2

Question 3.4 There are clear and measurable results to organisations from achieving the liP standard

	Base (n=)	Strongly agree (%)	Agree (%)	Neither agree or disagree (%)	Disagree (%)	Strongly disagree (%)
liP recognised employer	895	18.8	56.5	17.7	6.0	1.0
Non-liP recognised employer	123	7.3	43.9	34.1	13.8	0.8
liP recognised employee	121	20.7	53.7	19.0	5.8	0.8
Non-liP recognised employee	24	8.3	62.5	29.2	0.0	0.0
Government department / agency	41	26.8	41.5	24.4	4.9	2.4
Independent policy organisation	34	11.8	64.7	14.7	8.8	0.0
liP delivery agent / specialist	188	52.1	36.2	9.6	2.1	0.0
Academic researcher	18	5.6	38.9	33.3	5.6	16.7

Worked towards liP or had assessment carried out since May 2009 – first time organisation has worked with liP	138	23.2	62.3	13.0	0.7	0.7
Worked towards liP or had assessment carried out since May 2009 and organisation has worked with liP previously	602	20.6	58.5	15.6	4.8	0.5
Not worked towards liP or had an assessment carried out since May 2009	608	19.4	45.7	24.0	9.0	1.8
Total	1457	22.0	52.2	18.6	6.1	1.1

Question 3.5 There are better tools to use than liP

	Base (n=)	Strongly agree (%)	Agree (%)	Neither agree or disagree (%)	Disagree (%)	Strongly disagree (%)
liP recognised employer	894	1.7	7.4	66.4	21.0	3.5
Non-liP recognised employer	124	3.2	21.0	66.9	8.1	0.8
liP recognised employee	121	0.8	5.0	71.1	19.0	4.1
Non-liP recognised employee	23	0.0	13.0	73.9	13.0	0.0
Government department / agency	42	2.4	19.0	52.4	26.2	0.0
Independent policy organisation	34	0.0	11.8	58.8	23.5	5.9
liP delivery agent / specialist	188	0.5	4.8	37.8	38.3	18.6
Academic researcher	18	16.7	27.8	50.0	5.6	0.0
Worked towards liP or had assessment carried out since May 2009 – first time organisation has worked with liP	137	0.7	2.2	74.5	19.7	2.9
Worked towards liP or had assessment carried out since May 2009 and organisation has worked with liP previously	603	0.3	6.0	67.2	22.2	4.3
Not worked towards liP or had an assessment carried out since May 2009	609	3.8	14.3	57.1	20.7	4.1
Total	1458	1.9	8.8	62.2	22.0	5.1

Question 3.6 liP provides value for money

	Base (n=)	Strongly agree (%)	Agree (%)	Neither agree or disagree (%)	Disagree (%)	Strongly disagree (%)
liP recognised employer	884	7.5	42.9	31.6	13.2	4.9
Non-liP recognised employer	123	2.4	21.1	45.5	18.7	12.2
liP recognised employee	120	8.3	41.7	35.8	10.0	4.2
Non-liP recognised employee	23	4.3	43.5	30.4	17.4	4.3
Government department / agency	41	4.9	39.0	31.7	19.5	4.9
Independent policy organisation	34	2.9	38.2	38.2	17.6	2.9
liP delivery agent / specialist	185	48.1	33.5	11.9	6.5	0.0
Academic researcher	18	0.0	16.7	33.3	38.9	11.1
Worked towards liP or had assessment carried out since May 2009 – first time organisation has worked with liP	136	8.1	52.9	27.9	9.6	1.5
Worked towards liP or had assessment carried out since May 2009 and organisation has worked with liP previously	594	8.6	44.8	30.3	13.0	3.4
Not worked towards liP or had an assessment carried out since May 2009	604	11.6	31.1	34.1	15.7	7.5
Total	1442	12.0	39.0	30.8	13.3	4.9

Question 3.7 liP improves business planning

	Base (n=)	Strongly agree (%)	Agree (%)	Neither agree or disagree (%)	Disagree (%)	Strongly disagree (%)
liP recognised employer	892	13.3	56.6	18.4	10.2	1.5
Non-liP recognised employer	123	9.8	42.3	31.7	13.0	3.3
liP recognised employee	120	16.7	55.8	15.8	10.0	1.7
Non-liP recognised employee	23	8.7	52.2	26.1	13.0	0.0
Government department / agency	42	7.1	64.3	19.0	4.8	4.8
Independent policy organisation	34	5.9	55.9	26.5	11.8	0.0
liP delivery agent / specialist	186	60.2	29.6	7.5	2.7	0.0
Academic researcher	18	0.0	27.8	38.9	16.7	16.7
Worked towards liP or had assessment carried out since May 2009 – first time organisation has worked with liP	136	19.9	66.2	9.6	4.4	0.0
Worked towards liP or had assessment carried out since May 2009 and organisation has worked with liP previously	600	15.2	58.8	16.7	8.3	1.0

Not worked towards liP or had an assessment carried out since May 2009	607	17.3	43.5	23.4	13.0	2.8
Total	1452	18.7	51.6	18.6	9.4	1.7

Question 3.8 Employees will be more likely to stay with an liP employer

	Base (n=)	Strongly agree (%)	Agree (%)	Neither agree or disagree (%)	Disagree (%)	Strongly disagree (%)
liP recognised employer	893	7.3	36.8	38.6	13.1	4.1
Non-liP recognised employer	124	2.4	23.4	38.7	29.0	6.5
liP recognised employee	121	8.3	29.8	37.2	21.5	3.3
Non-liP recognised employee	23	8.7	30.4	52.2	0.0	8.7
Government department / agency	42	4.8	26.2	52.4	14.3	2.4
Independent policy organisation	34	5.9	38.2	41.2	14.7	0.0
liP delivery agent / specialist	185	33.5	47.0	16.8	2.7	0.0
Academic researcher	18	0.0	16.7	22.2	38.9	22.2
Worked towards liP or had assessment carried out since May 2009 – first time organisation has worked with liP	138	6.5	42.0	39.9	10.9	0.7
Worked towards liP or had assessment carried out since May 2009 and organisation has worked with liP previously	600	7.8	39.0	37.0	13.2	3.0
Not worked towards liP or had an assessment carried out since May 2009	608	9.4	30.6	37.5	16.3	6.3
Total	1454	10.0	36.0	36.0	14.0	4.0

Question 3.9 liP improves customer service

	Base (n=)	Strongly agree (%)	Agree (%)	Neither agree or disagree (%)	Disagree (%)	Strongly disagree (%)
liP recognised employer	892	8.2	49.9	30.6	10.0	1.3
Non-liP recognised employer	124	4.0	39.5	36.3	16.1	4.0
liP recognised employee	121	5.8	50.4	28.1	14.0	1.7
Non-liP recognised employee	23	8.7	39.1	47.8	0.0	4.3
Government department / agency	42	7.1	50.0	33.3	4.8	4.8
Independent policy organisation	33	12.1	48.5	24.2	15.2	0.0
liP delivery agent / specialist	185	32.4	45.9	17.3	3.8	0.5
Academic researcher	18	0.0	22.2	38.9	22.2	16.7
Worked towards liP or had assessment carried	138	7.2	61.6	28.3	2.9	0.0

out since May 2009 – first time organisation has worked with liP						
Worked towards liP or had assessment carried out since May 2009 and organisation has worked with liP previously	599	10.2	53.4	26.5	9.0	0.8
Not worked towards liP or had an assessment carried out since May 2009	608	9.4	40.1	33.7	13.2	3.6
Total	1452	10.7	47.9	29.4	10.1	1.9

Question 3.10: Level of understanding of liP Framework and Standard

	Base (n=)	Very detailed awareness	Fairly detailed awareness	Patchy awareness	Only know the name
liP recognised employer	893	22.3	67.5	9.4	0.8
Non-liP recognised employer	124	12.9	38.7	37.9	10.5
liP recognised employee	121	32.2	54.5	11.6	1.7
Non-liP recognised employee	23	17.4	30.4	43.5	8.7
Government department / agency	42	19.0	73.8	7.1	0.0
Independent policy organisation	34	17.6	61.8	8.8	11.8
liP delivery agent / specialist	188	94.1	5.3	0.0	0.5
Academic researcher	18	22.2	55.6	22.2	0.0
Worked towards liP or had assessment carried out since May 2009 – first time organisation has worked with liP	138	25.4	61.6	10.9	2.2
Worked towards liP or had assessment carried out since May 2009 and organisation has worked with liP previously	601	26.1	65.9	7.5	0.5
Not worked towards liP or had an assessment carried out since May 2009	608	31.3	48.2	16.8	3.8
Total	1456	31.4	55.0	11.5	2.1

Question 3.11 Level of understanding of New Choices

	Base (n=)	Very detailed awareness	Fairly detailed awareness	Patchy awareness	Only know the name	No awareness
liP recognised employer	490	6.9	24.3	26.9	16.3	25.5
Non-liP recognised employer	61	0.0	9.8	19.7	18.0	52.5
liP recognised employee	61	6.6	23.0	24.6	14.8	31.1
Non-liP recognised employee	11	0.0	9.1	18.2	0.0	72.7
Government department / agency	29	6.9	27.6	27.6	6.9	31.0
Independent policy	17	0.0	35.3	11.8	23.5	29.4

organisation						
liP delivery agent / specialist	22	81.8	13.6	4.5	0.0	0.0
Academic researcher	9	0.0	11.1	11.1	11.1	66.7
Worked towards liP or had assessment carried out since May 2009 – first time organisation has worked with liP	74	4.1	16.2	23.0	18.9	37.8
Worked towards liP or had assessment carried out since May 2009 and organisation has worked with liP previously	352	9.1	32.4	26.7	13.1	18.8
Not worked towards liP or had an assessment carried out since May 2009	261	8.0	10.7	23.0	17.6	40.6
Total	706	8.5	22.4	24.8	15.2	29.2

Question 3.12: New Choices is a positive step

	Base (n=)	Strongly agree (%)	Agree (%)	Neither agree or disagree (%)	Disagree (%)	Strongly disagree (%)
liP recognised employer	294	11.9	53.7	30.3	3.7	0.3
Non-liP recognised employer	20	0.0	55.0	40.0	5.0	0.0
liP recognised employee	34	11.8	50.0	35.3	2.9	0.0
Non-liP recognised employee	4	0.0	50.0	50.0	0.0	0.0
Government department / agency	18	11.1	38.9	38.9	11.1	0.0
Independent policy organisation	8	0.0	50.0	37.5	12.5	0.0
liP delivery agent / specialist	22	54.5	40.9	4.5	0.0	0.0
Academic researcher	2	0.0	50.0	50.0	0.0	0.0
Worked towards liP or had assessment carried out since May 2009 – first time organisation has worked with liP	34	2.9	50.0	44.1	2.9	0.0
Worked towards liP or had assessment carried out since May 2009 and organisation has worked with liP previously	245	13.1	56.7	25.3	4.9	0.0
Not worked towards liP or had an assessment carried out since May 2009	116	15.5	42.2	38.8	2.6	0.9
Total	407	13.0	51.6	31.0	3.9	0.5

Question 3.13: New Choices makes it easier for businesses to take up liP

	Base (n=)	Strongly agree (%)	Agree (%)	Neither agree or disagree (%)	Disagree (%)	Strongly disagree (%)
liP recognised employer	298	6.4	45.3	44.3	4.0	0.0
Non-liP recognised	20	0.0	50.0	45.0	0.0	5.0

employer						
liP recognised employee	33	9.1	39.4	51.5	0.0	0.0
Non-liP recognised employee	4	0.0	25.0	75.0	0.0	0.0
Government department / agency	18	0.0	50.0	50.0	0.0	0.0
Independent policy organisation	8	0.0	25.0	62.5	12.5	0.0
liP delivery agent / specialist	22	27.3	27.3	27.3	18.2	0.0
Academic researcher	2	0.0	50.0	50.0	0.0	0.0
Worked towards liP or had assessment carried out since May 2009 – first time organisation has worked with liP	33	3.0	39.4	57.6	0.0	0.0
Worked towards liP or had assessment carried out since May 2009 and organisation has worked with liP previously	248	5.6	48.0	42.3	4.0	0.0
Not worked towards liP or had an assessment carried out since May 2009	117	10.3	35.9	48.7	4.3	0.9
Total	410	6.8	43.2	45.4	4.1	0.5

Question 3.14: New Choices has made a difference to the way I view liP

	Base (n=)	Strongly agree (%)	Agree (%)	Neither agree or disagree (%)	Disagree (%)	Strongly disagree (%)
liP recognised employer	299	5.4	28.1	56.5	9.7	0.3
Non-liP recognised employer	19	0.0	21.1	57.9	15.8	5.3
liP recognised employee	34	5.9	29.4	55.9	8.8	0.0
Non-liP recognised employee	4	0.0	0.0	100.0	0.0	0.0
Government department / agency	18	0.0	50.0	44.4	5.6	0.0
Independent policy organisation	8	0.0	50.0	37.5	12.5	0.0
liP delivery agent / specialist	22	36.4	27.3	31.8	4.5	0.0
Academic researcher	2	0.0	50.0	50.0	0.0	0.0
Worked towards liP or had assessment carried out since May 2009 – first time organisation has worked with liP	34	5.9	20.6	70.6	2.9	0.0
Worked towards liP or had assessment carried out since May 2009 and organisation has worked with liP previously	248	4.8	33.9	52.0	9.3	0.0
Not worked towards liP or had an assessment carried out since May 2009	117	9.4	21.4	56.4	11.1	1.7
Total	411	6.3	28.7	55.0	9.2	0.7

Question 4.1 Do you think we should retain the existing geographical model of a delivery centre in each of the nine regions in England?

Respondent	Should 9 regions in England	
	Base (n=)	Yes (%)
liP recognised employer	777	81.2
Non-liP recognised employer	104	68.3
liP recognised employee	98	84.7
Non-liP recognised employee	18	77.8
Government department / agency	37	59.5
Independent policy organisation	31	71.0
liP delivery agent / specialist	181	65.7
Academic researcher	16	37.5
Worked towards liP or had assessment carried out since May 2009 – first time organisation has worked with liP	122	86.9
Worked towards liP or had assessment carried out since May 2009 and organisation has worked with liP previously	522	82.8
Not worked towards liP or had an assessment carried out since May 2009	525	68.6
Total	1273	76.6

Question 4.2 Do you think we should license a fewer number of delivery centres to cover the whole of England?

Respondent	Should license a fewer number of delivery centres to cover the whole of England	
	Base (n=)	Yes (%)
liP recognised employer	767	21.3
Non-liP recognised employer	105	25.7
liP recognised employee	95	23.2
Non-liP recognised employee	19	31.6
Government department / agency	37	37.8
Independent policy organisation	30	30.0
liP delivery agent / specialist	179	38.5
Academic researcher	16	50.0
Worked towards liP or had assessment carried out since May 2009 – first time organisation has worked with liP	121	18.2
Worked towards liP or had assessment carried out since May 2009 and organisation has worked with liP previously	513	20.9
Not worked towards liP or had an assessment carried out since May 2009	520	31.0
Total	1258	25.5

Question 4.3 Do you think we should introduce competition amongst licensed centres?

Respondent	Should introduce competition amongst licensed centres	
	Base (n=)	Yes (%)
liP recognised employer	789	35.4
Non-liP recognised employer	106	42.5
liP recognised employee	98	36.7
Non-liP recognised employee	19	42.1
Government department / agency	37	37.8
Independent policy organisation	30	46.7
liP delivery agent / specialist	183	27.9
Academic researcher	16	37.5
Worked towards liP or had assessment carried out since May 2009 – first time organisation has worked with liP	128	38.3
Worked towards liP or had assessment carried out since May 2009 and organisation has worked with liP previously	525	33.1
Not worked towards liP or had an assessment carried out since May 2009	530	37.9
Total	1287	35.5

Question 4.4 We are getting great customer service from people who understand our business

Respondent	Base (n=)	We are getting great customer service from people who understand our business				
		Strongly agree (%)	Agree (%)	Neither agree or disagree (%)	Disagree (%)	Strongly disagree (%)
liP recognised employer	740	17.8	47.3	26.4	7.0	1.5
Non-liP recognised employer	66	9.1	42.4	31.8	13.6	3.0
liP recognised employee	80	23.8	43.8	23.8	6.3	2.5
Non-liP recognised employee	12	25.0	41.7	25.0	8.3	0.0
Government department / agency	27	14.8	40.7	33.3	11.1	0.0
Independent policy organisation	23	21.7	26.1	47.8	4.3	0.0
liP delivery agent / specialist	97	41.2	27.8	19.6	7.2	4.1
Academic researcher	12	8.3	25.0	41.7	16.7	8.3
Worked towards liP or had assessment carried out since May 2009 – first time organisation has worked with liP	109	17.4	55.0	22.0	5.5	0.0
Worked towards liP or had assessment carried out since May 2009 and organisation has worked with liP previously	503	21.3	49.7	23.1	5.0	1.0
Not worked towards liP or had an assessment carried out since May 2009	379	16.1	34.6	33.0	12.4	4.0
Total	1066	19.8	44.0	26.6	7.6	2.0

Question 4.5 The service is good value for money

	Base (n=)	Strongly agree (%)	Agree (%)	Neither agree or disagree (%)	Disagree (%)	Strongly disagree (%)
liP recognised employer	737	10.4	45.7	28.6	12.1	3.1
Non-liP recognised employer	64	6.3	29.7	39.1	20.3	4.7
liP recognised employee	77	9.1	41.6	37.7	9.1	2.6
Non-liP recognised employee	13	23.1	30.8	23.1	15.4	7.7
Government department / agency	27	7.4	44.4	40.7	7.4	0.0
Independent policy organisation	23	4.3	34.8	39.1	21.7	0.0
liP delivery agent / specialist	96	41.7	28.1	21.9	7.3	1.0
Academic researcher	13	0.0	23.1	46.2	15.4	15.4
Worked towards liP or had assessment carried out since May 2009 – first time organisation has worked with liP	111	12.6	48.6	27.0	10.8	0.9
Worked towards liP or had assessment carried out since May 2009 and organisation has worked with liP previously	502	11.8	46.6	28.3	10.8	2.6
Not worked towards liP or had an assessment carried out since May 2009	373	11.8	34.0	34.6	15.0	4.6
Total	1058	12.7	42.0	30.1	12.2	3.1

Question 4.6: The liP assessor was professional and knowledgeable

	Base (n=)	Strongly agree (%)	Agree (%)	Neither agree or disagree (%)	Disagree (%)	Strongly disagree (%)
liP recognised employer	733	48.4	41.6	9.0	0.7	0.3
Non-liP recognised employer	60	25.0	46.7	21.7	6.7	0.0
liP recognised employee	79	53.2	40.5	6.3	0.0	0.0
Non-liP recognised employee	13	53.8	30.8	15.4	0.0	0.0
Government department / agency	25	40.0	28.0	28.0	4.0	0.0
Independent policy organisation	24	37.5	37.5	20.8	4.2	0.0
liP delivery agent / specialist	81	66.7	18.5	13.6	1.2	0.0
Academic researcher	13	15.4	38.5	23.1	7.7	15.4
Worked towards liP or had assessment carried out since May 2009 – first time organisation has worked with liP	105	44.8	42.9	10.5	1.0	1.0
Worked towards liP or had assessment carried out since May 2009 and organisation has worked with liP previously	499	54.1	38.9	6.6	0.2	0.2

Not worked towards liP or had an assessment carried out since May 2009	362	37.8	41.7	17.1	2.8	0.6
Total	1035	48.0	39.2	11.0	1.3	0.5

Question 4.7 : We have a great relationship with the IIP centre

	Base (n=)	Strongly agree (%)	Agree (%)	Neither agree or disagree (%)	Disagree (%)	Strongly disagree (%)
Total	335	30.7	38.5	20.0	7.8	3.0

Question 4.8 The centre encourages a flexible approach in delivering IIP and the New Choices Framework to the customer

	Base (n=)	Strongly agree (%)	Agree (%)	Neither agree or disagree (%)	Disagree (%)	Strongly disagree (%)
Total	257	42.4	33.5	14.8	5.4	3.9

Question 4.9 The centre has a robust and challenging quality assurance arrangements for the services they are licensed to provide

	Base (n=)	Strongly agree (%)	Agree (%)	Neither agree or disagree (%)	Disagree (%)	Strongly disagree (%)
Total	226	43.8	35.4	13.7	5.3	1.8

Question 4.10 The knowledge and training provided on liP by the centre is excellent and helps us to provide a great service to the customer

Respondent	Base (n=)	Strongly agree (%)	Agree (%)	Neither agree or disagree (%)	Disagree (%)	Strongly disagree (%)
Total	216	35.2	38.4	15.3	6.9	4.2

Question 5.1 Do you think that IIP supports High Performance Working within accredited organisations?

	Base (n=)	% agreeing	% disagreeing	% don't know
liP recognised employer	803	60.8	9.8	29.4
Non-liP recognised employer	103	31.1	11.7	57.3
liP recognised employee	90	60.0	6.7	33.3
Non-liP recognised employee	18	38.9	5.6	55.6
Government department / agency	33	63.6	6.1	30.3
Independent policy organisation	27	51.9	11.1	37.0
liP delivery agent / specialist	143	87.4	6.3	6.3

Academic researcher	12	33.3	25.0	41.7
Worked towards liP or had assessment carried out since May 2009 – first time organisation has worked with liP	126	58.7	6.3	34.9
Worked towards liP or had assessment carried out since May 2009 and organisation has worked with liP previously	538	66.0	6.5	27.5
Not worked towards liP or had an assessment carried out since May 2009	531	54.4	12.8	32.8
Total	1238	60.6	9.5	30.0

Question 5.4: liP supports the best use of employees' skills within accredited organisations

	Base (n=)	% agreeing	% disagreeing	% don't know
liP recognised employer	783	52.6	10.9	36.5
Non-liP recognised employer	98	24.5	13.3	62.2
liP recognised employee	89	46.1	12.4	41.6
Non-liP recognised employee	19	31.6	5.3	63.2
Government department / agency	32	53.1	15.6	31.3
Independent policy organisation	27	48.1	14.8	37.0
liP delivery agent / specialist	142	78.2	7.7	14.1
Academic researcher	12	33.3	50.0	16.7
Worked towards liP or had assessment carried out since May 2009 – first time organisation has worked with liP	120	48.3	10.8	40.8
Worked towards liP or had assessment carried out since May 2009 and organisation has worked with liP previously	533	58.0	9.6	32.5
Not worked towards liP or had an assessment carried out since May 2009	517	45.8	14.1	40.0
Total	1210	52.1	11.5	36.4